

**Difficult Conversations:
Delivering Bad News**
October 18, 2011

Joanie Rufo, Careerstone Group

CAREERSTONE group
learn today. lead tomorrow.



Today's Session

- Learn how to stay calm during difficult conversations
- Learn an easy-to-use framework to deliver "bad news"
- Discuss strategies and best practices for delivery
- Let others learn from your experience and share your best tips

©2011 Careerstone Group, LLC

CAREERSTONE group
learn today. lead tomorrow.



Does delivering bad news want to make you pull out your hair?

- Let's watch a video

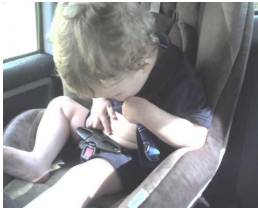
©2011 Careerstone Group, LLC

CAREERSTONE group
learn today. lead tomorrow.



©2011 Careerstone Group, LLC

It's All About You



- Knowing your own reaction to conflict is key to keeping your cool
- Know your limits, internal and externally!

©2011 Careerstone Group, LLC

CAREERSTONE^{group}
learn today. lead tomorrow.

Five Conflict-Handling Modes



©2011 Careerstone Group, LLC

CAREERSTONE^{group}
learn today. lead tomorrow.

Exercise Time: Which style do you use the most?



- Think of a time you felt "rattled" during an interaction
- What was the trigger?
- What did you say? Do? Feel?

©2011 Careerstone Group, LLC

CAREERSTONE group
learn today. lead tomorrow.

No Control or Influence

Under Our Influence

Under Our Control

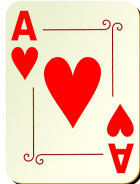
Circle of Influence and Control

©2011 Careerstone Group, LLC

CAREERSTONE group
learn today. lead tomorrow.

"Acing" Difficult Conversations

- Anticipate and Prepare
- Communicate
- Empathize
- Summarize



©2011 Careerstone Group, LLC

CAREERSTONE group
learn today. lead tomorrow.

Anticipate and Prepare

- Anticipate questions and get the supporting facts
- Identify the end game
 - What does this interaction need to accomplish?
 - What are you responsible for?
- Schedule the call
- Prepare yourself
 - Remove distractions
 - Employ a stress relief tactic
- Practice!

©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Communicate the News

- Now it's all about them!
- Be direct, clear and concise
 - Don't overexplain
- Focus on the facts, not opinions
- Deliver the primary message first
 - Leave details for questions or later
- Go slow

©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Five Opening Don'ts!

1. "So, how's it going?"
2. The Oreo cookie
3. Too many pillows
4. Writing the script
5. The machine gun

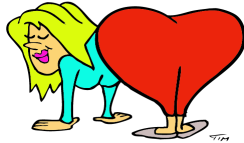


©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Leave Your "But" Behind

- Leave "But" behind
- Say "And" instead



©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Watch The Hook

- Don't Get emotionally hooked. Stay calm and stick to the facts.



©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Avoid Loaded Messages

- Blaming
- Name calling/labeling
- Exaggerating
- Unresponsiveness
- Superiority
- Using absolutes
- Old baggage
- Over attachment



©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Empathize

- Acknowledge the person, not necessarily the situation
- Allow space for reaction and “venting”
 - Silence is golden
- Answer questions
- Stay present and listen actively
- Repeat the facts

©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Be Curious—Ask Questions

- Be curious about other's perspective
- Make sure you understand their request or complaint
- Repeat back what you hear: “what I'm hearing you say is...”



©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Diffusing The Angry Tirade

- Acknowledge
- Apologize
- Act
- Appreciate



©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

The Do's and the Don'ts!



- What are some phrases that have worked well?
- What are some phrases you would suggest people avoid?
- Be specific!

©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Summarize

- Offer options if appropriate
- If escalating or if need additional information, explain why and what will happen when
 - Commit to commit: "I will have that information by Tuesday at 3p and can call you then."
- Thank the person

©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Let's Practice!



©2011 Careerstone Group, LLC

CAREERSTONE^{GROUP}
learn today. lead tomorrow.

Role Play – Round 1

- Partner up
- Decide who is A and who is B
- Round 1: A's deliver, B's receive
- Scenario:
 - You must provide a transferring employee with an offer from the Relocation Service Provider. The employee is insulted by what he/she perceives as a low-ball offer, and wants to know how to appeal.

©2011 Careerstone Group, LLC

CAREERSTONE^{group}
learn today. lead tomorrow.

Role Play – Round 2

- Round 2: B's deliver, A's receive
- Scenario:
 - You receive a call from an employee who is "upside down" on their mortgage. The employee is very upset and goes into a spiral about all the difficult things he/she is experiencing with the pending move. Most of what he/she is talking about has little to do with the Agency's offer.

©2011 Careerstone Group, LLC

CAREERSTONE^{group}
learn today. lead tomorrow.

Thank You and Good Luck!



©2011 Careerstone Group, LLC

CAREERSTONE^{group}
learn today. lead tomorrow.
